BC Games -
A Key Step from
Playground to Podium

BC Games Society Service Plan
2005 / 2006 – 2007 / 2008

BC GAMES

The Spirit Lives On

105-03964/

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Message From the Co-Chairs

The BC Games have long played a role in developing athletes and their coaches, while providing opportunities for volunteers to enhance their skills making them more productive, more employable and more confident. That role is contained within our Vision and Values as a society and in the next few years we see an expansion of the role we play in volunteer development.

The training and preparation of athletes is a function of each Provincial Sport Organization and through our partnerships with them, they recognize the importance of the BC Games on the progress of their athletes and the growth of their sport. The BC Games Society has an equal opportunity to enhance the volunteer experience for the thousands who offer their time each year, by providing additional training and classroom opportunities as they engage in their particular BC Games tasks.

Over the past few years, the BC Games Society has invested in software that enables us to deliver our *Guidelines to the Host Community* via a web-based format. Given this new delivery model, we now can freely add programs for added learning that will have great value to the volunteers in our host cities. These courses for volunteers will complement the many other volunteer opportunities offered through colleges and not-for-profit organizations and will utilize existing programs, thus expanding the reach of those partner agencies. Programs to be offered could include CPR, 1st Aid, and public speaking while recognizing course offerings would reflect a particular demand from a sector or community.

As volunteers access these on-line BC Games directed courses and programs, they will become even more valuable as skilled helpers during their Games; all of which will enhance the experience of the athlete. In addition to their own self-improvement, volunteers now become better qualified to contribute as a volunteer during the Olympic and Paralympic Winter Games in February and March of 2010.

The focus on volunteers is a continuation of our leadership in sport and community development across the province. This vision will bring new partners into the sport system as their courses and expertise are accessed by new voices and new faces, ultimately increasing the capacity and the knowledge of a new generation of volunteers.

This Service Plan was prepared under my direction in accordance with the *Budget Transparency and Accountability Act*. I am accountable for the contents of the plan, including the selection of performance measures and targets. The plan is once again consistent with government's strategic priorities and overall Strategic Plan. All significant assumptions, policy decisions, and identified risks, as of December 20, 2004 have been considered in preparing this plan. I am accountable for ensuring the BC Games Society achieves its specific objectives identified herein and for measuring and reporting actual performance.

Respectfully submitted,

Tony Fiala

Tony Fiala, Co-Chair
BC Games Society

W. Ladner-Beaudry

Wendy Ladner-Beaudry, Co-Chair
BC Games Society

Overview

The purpose of the BC Games Society is to provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport and sporting activities, individual achievement, and community development."

Established in 1977 by the provincial government under the *Societies Act*, the former BC Summer and Winter Games Society's purpose was to provide an opportunity for all British Columbians to compete in an organized sports festival that promoted physical fitness, individual achievement, and community pride. As an evolving entity, the society moved its focus from participation to athlete and sport development at the request of the province's Sport Minister. That move in 1995 has been thoroughly embraced by participating sport governing bodies and associated sport agencies across the province.

The BC Games Society provides opportunities at BC Summer and BC Winter Games for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event that promotes interest and participation in sport, individual achievement, and community development.

Also in 1995, the BC Games Society and its staff were recognized by the Sport Minister for their expertise in event and volunteer management for their work with BC Summer and BC Winter Games host communities. Realizing that other games in the province did not necessarily receive the same type of professional attention, affiliation agreements were struck enabling the Northern BC Winter Games, the BC Disability Games, and the BC Seniors Games to benefit from the economies, experiences, and talents of the BC Games Society event management staff.

Mandate and Membership of the Board

The BC Games Society was established in 1977 by the provincial government to promote community and sport development across BC. Responsible for the policy of the society is a fifteen-member community-based Board of Directors appointed by Ministerial letter. The Directors' activities and responsibilities are governed by British Columbia's Guidelines for Conduct of Government Appointees to BC Agencies, Boards and Commissions.

Board Members

Tony Fiala, Co-Chair, Williams Lake
Wendy Ladner-Beaudry, Co-Chair, Vancouver
Gary Young, North Vancouver
Rod Cox, Terrace
Marni Abbott, Vancouver
Bruce Johnson, Penticton
Bob Irwin, Northern BC Winter Games Society Representative, Kitimat
Linda Palm, BC Disability Sports Representative, Chilliwack
Scott Braley, 2010 LegaciesNow Representative, Vancouver
George Kawaguchi, Burnaby
Frank Lento, Fernie
Elsa McIntee, BC Seniors Games Society Representative, Richmond
Sharon White, Provincial Government, Victoria
Jennifer Williams, Duncan
Kimberly Gilhooly, Vernon

Past Co-Chairs

Joan Hess, West Vancouver
Marion Lay, Vancouver
John Furlong, Richmond
Ron Austen, Duncan

Planning Context and Risks

Beginning April 1, 2004, funding responsibilities to the BC Games Society were transferred from the Sport Branch of the Ministry to the 2010 LegaciesNow Society. This independent, arms length organization now is co-author of our Agreement for Financial Assistance with us. By having all of sport under its umbrella, many new proactive approaches to sport delivery and funding of sport have been introduced, which can only serve to better the province's position as a leader in sport and recreation.

The BC Games Society relies on the third party recruitment and development of athletes who attend the BC Summer and BC Winter Games. This recruitment and the training of coaches and officials is the responsibility of the respective Provincial Sport Organizations. Their successes in recruitment and training are reflected in our statistics of BC Games participants and certified coaches.

Responsibility of the Northern BC Winter Games, the BC Disability Games and the BC Seniors Games lies with their respective Boards. The current partnership agreements with these respective agencies and the BC Games Society is for event management service only and subsequently, advice and/or direction by the BC Games Society can be superceded by the parent body, making performance measures difficult to meet.

In all instances of the BC Games Society's involvement, there is an underlying faith that cities and municipalities across the province wish to host the BC Games. Should a candidate city not emerge for those BC Games currently looking for a host, those performance measures and targets would not be achieved.

Mission, Purpose and Values

Mission

Through partnerships, the BC Games Society is committed to providing event management leadership in the creation of development opportunities for individuals, sport organization, and host communities.

Purpose

To provide an opportunity for the development of athletes, coaches, and officials in preparation for higher levels of competition in a multi-sport event which promotes interest and participation in sport and sporting activities, individual achievement and community development.

Values

Partnerships and collaboration are the foundation of our working relationships where appreciation and understanding of all partners' perspectives are actively sought.

We have an organizational climate of mutual trust and support between Board and Staff, where roles and responsibilities are clarified, policies are followed and contributions of the team and individuals are honoured.

Our dynamic approaches continually redefine and determine the most efficient and effective method of delivering event management services and programs.

Commitment to social issues affecting all British Columbians around health and wellness, personal and community development, equity, access and inclusiveness is demonstrated.

Investment in our human resources is critical to our long-term success and we strive to offer personal/professional development opportunities to Board, Staff, and Volunteers.

Goals

During the term of this Service Plan, the primary goals of the BC Games Society shall be:

- In partnership with the Greater Trail 2006 BC Winter Games Society, the Kamloops 2006 BC Summer Games Society, and the 2008 BC Winter Games Society, plan, prepare, and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.

- In partnership with the Northern BC Winter Games Society, BC Disability Sports, and the BC Seniors Games Society, plan, prepare, and implement:

  - the Northern BC Winter Games in 100 Mile House in 2006, Fort St. John in 2007 and a city to be determined for 2008
  - the Nanaimo 2005 BC Disability Games and in cities to be determined for 2006 and 2007
  - the Cowichan Valley 2005 BC Seniors Games, the Abbotsford 2006 BC Seniors Games and a city to be determined for 2007

- Working with ViewPoint Technologies Ltd. of Victoria, BC continue to enhance our on-line registration systems and increase on-line learning opportunities through current systems for use by participants, volunteers, staff, and the provincial sport system. Of particular importance will be the inclusion of modules to facilitate on-line learning for volunteers. Modules will be developed in partnership with existing sport and not-for-profit agencies, extending the reach of their specific mandates while enhancing the skills of volunteers

- Continue to recruit and retain corporate relationships with the private sector business, to a maximum of six, to assist in the funding of the BC Games Society and its programs.

- Research and consult with the provincial sport system, Boards of Directors of the Northern BC Winter, BC Disability and BC Seniors Games Societies and stakeholders to determine the long term sustainability of the current BC Family of Games model, including Games frequency and Board structure.

Alignment with Government's Strategic Plan

The BC Games Society Supports Government's Priorities

- In providing for a supportive social infrastructure
- Providing safe and healthy communities
- Facilitating economic development
- Contributing to podium and personal success

Incentive for Exceptional Community Resourcefulness

Typical host communities more than double the financial investment from the province via the society, in addition to the value of the volunteer legacy.

Incentive for Volunteer Commitment

- Two main stakeholder groups, the host community, and the provincial sport community are key producers of the BC Summer and BC Winter Games. Each BC Games is organized by 3000+ local volunteers led by a board of leading citizens, nominated by their mayor. 500+ sport volunteers prepare and accompany the athletes to the BC Summer and BC Winter Games.

Platform to Promote the 2010 Olympic and Paralympic Games and the Provincial Hosting Strategy

- The BC Games offer the single best opportunity to publicly demonstrate the enormous opportunities in hosting the 2010 Games to a provincial audience representing all regions. The BC Games are an opportunity to promote sport as an economic engine for the entire province.
- The zone team structure of the BC Summer and BC Winter Games ensures that all regions of the province are fully represented at the Games. Regional media coverage of zone teams provides an excellent platform to increase corporate exposure.

Incentive for Achievement and a Lifetime of Fitness

- The BC Summer and BC Winter Games are a youth athlete development event. There is a significant incentive for sports to recruit and prepare youngsters to higher levels of competition and a lifetime of healthy involvement in sport.
- After the BC Summer and BC Winter Games, the best athletes will then move on to junior provincial teams and receive additional services and training through their Provincial Sport Organization, the PacificSport Group network of sport centres, and the Aboriginal Sport and Recreation Association of BC, and the rest will be equipped for a lifetime of healthy sport involvement.

Addressing Governments Objectives

- Government investment is more than matched by host communities, and corporate and funding partners
- Increased profile using low-cost media relations and media partners
- Maximizing resources through bids for contracts and private sector partner contributions (e.g. Air Canada Jazz, Global TV and Telus)
- Increased incentives for provincial sport organizations to recruit and prepare athletes
- High level of satisfaction among BC sport partners and collaborators
- BC Games are an integral part of the provincial Long Term Athlete Development Model

Entrepreneurial Activities

Goal

To ensure financial sustainability and enhancement of BC Games through entrepreneurial activity.

Objective

One role of staff is to increase the level of non–governmental fiscal support to the benefit of the BC Summer and BC Winter Games financial sustainability. Maintaining existing corporate partners, recruitment of new partners, and generating additional revenues through entrepreneurial means, will assist in the long-term delivery of the BC Games.

Key Strategies

- Maintaining existing corporate partners through a thorough delivery on our contractual obligations, which include high visibility at all BC Summer and BC Winter Games, regular and timely reviews of the agreement while providing revenue
- Through contracts with software developers, BC Games Society is able to market its enabling software to agencies, games, and organizations. BC Games Society inventory and written materials have financial value to agencies and games across the country
- Souvenir contracts in host communities capitalize on the support shown by volunteers and revenue is generated for the hosts, as well as the society
- Sponsors are drawn to the BC Summer and BC Winter Games because they are known for their commitment to excellence and quality of delivery
- Corporate partner signs are highly visible at all BC Summer and BC Winter Games venues and events and all print material include partner logos. Logo placement in Global TV advertising also acknowledges the BC Games partners

Performance Measures and Targets

- Through our corporate agreements with Air Canada Jazz and Global TV, they receive annual revenue from the BC Games Society for charter aircraft to and from the BC Winter and BC Summer Games and production of BC Games advertising and coverage in the amounts of $200,000 and $25,000 respectively
- BC Games Society targets one new corporate business in each of the three years as a potential new partner, and generates $120,000 of new corporate funding
- As a result of hosting or attending a BC Summer or BC Winter Games, elected and community leaders provide positive reaction of the impact of the BC Games through public addresses, media coverage, and correspondence
- Communications Plan is implemented, resulting in maintained or improved coverage of Games, with increase profile with corporate partners

Online Resources

Goal

Working with ViewPoint Technologies Ltd. of Victoria, BC continue to develop on-line registration and learning systems for use by participants, volunteers, staff, and the provincial sport system. Through third party partnerships and technology, provide the volunteers of Trail and Kamloops with greater on-line learning opportunities, making them more effective volunteers and more confident citizens.

Objective

Recognizing that on-line tools are a cost effective method of distance learning, the BC Games Society continues to work in partnership to develop on-line registration of volunteers and participants while working toward on-line learning systems for these same user groups. Expansion of partnerships with sport and not-for-profit agencies is the main focus in this cycle.

Key Strategies

- Partnering with ViewPoint Technologies, we invest in software upgrades and improvements. Already considered a leader in their field, ViewPoint's continual upgrades benefit the BC Games Society while providing volunteers with state of the art systems.
- Training of the BC Games staff by the developers allows the institutional knowledge to remain with the Society, avoiding expensive consultant fees. Software design allows for a web based application reducing travel to host communities to install / maintain software. Additional training of volunteers enables staff to reduce travel while empowering volunteers. Partnering with third parties expands their reach while accessing their existing resources, again ensuring the BC Games Society does not spend resources on creating duplicate services.
- The on-line version of the BC Games Society *Guidelines for the Host Community* will continue to be enhanced with additional learning opportunities, while allowing greater access by more volunteers

Performance Measures and Targets

- The on-line participant registration component continues to be the accepted method of registration by Provincial Sport Organizations. BC Winter and Summer Games in 2006 will receive 100% of its registrations on-line
- Seventy percent of registered volunteers access the online Guidelines in year one to better effect their roles and responsibilities while saving BC Games staff time and travel resources. Years two and three of this plan will move to 100%
- The on-line volunteer registration component continues to be the accepted method of registration in host communities with one half of all volunteers for the BC Winter Games registering online by February 2006. Fifty percent of all BC Summer Games volunteers will register on line by July 2006 and a full 75 percent will register on line for the 2008 BC Winter Games in year three of this plan

BC Winter Games and BC Summer Games Management

- Greater Trail, February 2006
- Kamloops, July 2006
- BC Winter Games, February 2008 – host to be determined

Goals

- In partnership with the Greater Trail 2006 BC Winter Games Society, the Kamloops 2006 BC Summer Games Society, and the society of the 2008 BC Winter Games, plan, prepare and implement quality multi-sport events for the benefit of participants, volunteers, and funding and corporate partners.

Objectives

- The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two-year planning cycle
- Partnerships with the Provincial Sport Organizations are critical as the BC Games are in place to serve their developing athletes, coaches, and officials
- Work with Winter and Paralympic sports to assist in the development of their athletes and coaches
- Complete support at the civic and regional level provides a solid base on which to stage the BC Summer and BC Winter Games
- Financial and value in-kind support to the BC Games, as well as prudent fiscal management provides the host community with lasting legacies from the BC Games
- The provincial media see the BC Summer and BC Winter Games as an important and positive news/sports story for their readers, listeners, and viewers

Key Strategies

- Maintaining sufficient funding is a shared responsibility with the province joining local government and local business in supporting the BC Summer and BC Winter Games
- Provincial Sport Organizations will use the BC Games as a key element in the continuum of their athlete, coach, and officials' development while recruiting and maintaining a network of key volunteers across the province
- Work with identified winter and Paralympic sports which are included in the BC Winter Games sport list given limitations set by facility availability and financial realities
- Established systems at the community level will encourage cash and in-kind support from businesses, while souvenir sales and budget savings will contribute toward a cash legacy to the host community
- Through an agreement with Global TV, the BC Summer and BC Winter Games are widely publicized, attracting youth to get involved. Releases to provincial media alert them to the rising stars of sport and, in turn encourage children to get involved in sport and the BC Games

Performance Measures and Targets

- In each of the three years of this plan, funding by host communities matches that which was presented in their original bid book submission which is typically $80,000 cash and in-kind for BC Winter Games and $90,000 for BC Summer Games. Grants from the BC Games Society equal promised amounts of $500,000 for BC Winter Games and $600,000 for BC Summer Games. Local support from businesses also contributes cash and in-kind of approximately $200,000 for BC Winter Games and $400,000 for BC Summer Games
- In years one and two, at least 60% of all coaches attending the BC Winter Games and BC Summer Games are certified at the required level II and officials receive assessment and guidance during the BC Games. Year three will an increase to 80%. In all three years, sports are able to fill their BC Games quotas as a result of successful recruitment at the zone level. All sports are able to place volunteers in each of the eight provincial zones to support their athletes and coaches leading up to the BC Games
- In year one of this plan, snow boarding and ski jumping - modified enter the BC Winter Games while curling, alpine and cross country skiing add a "para sport" component to their pool of athletes and coaches. This initiative will add approximately seventy new athletes into the BC Winter Games. Year two of this plan will see increases in the participation of para sports by 20 athletes in athletics and tennis.
- Legacies in each of the three years include new sport club development, hundreds of trained volunteers, equipment and facility upgrades valued at $100,000 and a financial investment in sport and recreation of $80,000

Affiliated BC Games Management

- Nanaimo BC Disability Games, July 2005
- Cowichan Valley BC Seniors Games, September 2005
- 100 Mile House Northern BC Winter Games, February 2006
- BC Disability Games, July 2006
- Abbotsford BC Seniors Games, September 2006
- Fort St. John Northern BC Winter Games, February 2007
- BC Disability Games, July 2007
- BC Seniors Games, September 2007
- Northern BC Winter Games, February 2008

Goals

In partnership with the Northern BC Winter Games Society, BC Disability Sports, and the BC Seniors Games Society, successfully plan, prepare, and implement the Northern BC Winter Games in 100 Mile House in 2006, Fort St. John in 2007 and a city to be determined for 2008, the Nanaimo 2005 BC Disability Games and in cities to be determined for 2006 and 2007, and the Cowichan Valley 2005 BC Seniors Games, the Abbotsford 2006 BC Seniors Games and a city to be determined for 2007

Objectives

The basis of any BC Games is the thousands of volunteers who come forward to give of their time and their energies to host the participants. The society must ensure these volunteers are adequately funded, well trained, and receive strong staff support through their two-year planning cycle.

Partnerships and buy-in by the parent societies of each of these Games is critical as their vision and their role in the Games must be in concert with the delivery model provided by the BC Games Society.

Financial and value in-kind support to the affiliated BC Games, as well as prudent fiscal management provides the community with lasting legacies from the Games.

Streamlining Board functions and responsibility as to provide additional investment in the Host Community.

Key Strategies

- At all levels of the development and implementation of these Games, staff must consider and respect the policies established by the respective Parent Boards
- Ensure continuing representation by each Board on the BC Games Society Board of Directors
- These three BC Games recognize that their event is part of a larger provincial sport system and their connection to the Provincial Sport Organizations is critical to future successes
- Continue to evolve the roles of each of the three affiliated BC Games Boards (Northern, BC Disability Sport and Seniors) away from an operational Board and into governance and policy

Performance Measures and Targets

- In each of the three years, funding by host communities is consistent with the societies' requests for funding as presented in the bid process. Grants from the BC Games Society continue to be $45,000 in support of the host community. Local support from business also contributes cash and in-kind of approximately $200,000
- For each Games in each of the three years, trained volunteers and a $40,000 investment in sport and recreation benefit the long term well being of the community

Sustainability of BC Family of Games

Goals

Ensure the long-term sustainability of the BC Family of Games

Objectives

Examine the model to determine if its current structure is the best one, given the maturity of the Family of Games, the strengthening of the BC Winter and BC Summer Games as an athlete development tool and the fiscal and environmental realities we work within.

Key Strategies

- Open dialogue with key stakeholders including provincial and local officials, Provincial Sport Organizations, corporate partners, Boards of the respective BC Games and past participants
- Research and consult with the provincial sport system, Boards of Directors of the Northern BC Winter, BC Disability and BC Seniors Games Societies and stakeholders to determine the long term sustainability of the current BC Family of Games model, including Games frequency and Board structure
- Determine alternate models of delivery regarding Board policy and advisory roles
- Provide greater opportunities for Paralympic sports to be included in BC Winter and BC Summer Games
- Better position the Northern BC Winter Games as a development opportunity for northern athletes, coaches and officials

Performance Measures and Targets

- Over the three years of this plan, the numbers of athletes with a disability integrated into the BC Winter and BC Summer Games will increase by 10 %
- For each Games in each of the three years Host Communities continue to or begin to receive adequate funding to host their respective BC Games

Based on Budget figures dated Dec 16, 2004

Summary Financial Outlook 2005/06 - 2007/08

	2003/04 Actual	2004/05 Forecast	2005/06 Budget	2006/07 Forecast	2007/08 Forecast
Total Revenue	**1,967**	**2,147**	**2,252**	**2,354**	**2,262**
Ministry Grant	1,832	1,987	2,027	2,027	2,027
Other Revenues	135	160	225	327	235
Total Expenses	**1,909**	**2,319**	**2,226**	**2,362**	**2,360**
Grants	645	760	710	830	780
Games Operations	380	461	465	490	500
Overhead	884	1,098	1,051	1,042	1,080
Operating Income (loss)	**58**	**-172**	**26**	**-8**	**-98**
Net Income (loss)	**58**	**-172**	**26**	**-8**	**-98**
Surplus B/F	896	954	782	808	800
Surplus C/F	**954**	**782**	**808**	**808**	**702**
FTEs	**9**	**9**	**9**	**9**	**9**
Capital Expenditures[1]	**106**	**42**	**45**	**50**	**50**

Key Assumptions	Forecast Risks and Sensitivities
During the period covered by this Service Plan, the BC Games Society will plan for / fund / stage: • Nanaimo 2005 BC Disability Games • Cowichan Valley 2005 BC Seniors Games • 100 Mile House 2006 Northern BC Winter Games • Greater Trail 2006 BC Winter Games • 2006 BC Disability Games • 2006 Kamloops BC Summer Games • 2006 Abbotsford BC Seniors Games • Fort St. John 2007 Northern BC Winter Games • 2007 BC Disability Games • 2007 BC Seniors Games • 2008 Northern BC Winter Games • 2008 BC Winter Games	• BC Games Society has not been advised that its mandate to provide event management services to the five provincial multi-sport games is changing • BC Games Society is reviewing the frequency and structures of all five multi-sport Games to ensure maximum benefit to athletes and communities and ensure sustainability of each individual Games. Changes may affect financial forecasts in 2007/2008

NB: * indicates fluctuations in self generated funds due to athlete fees (more athletes in summer games than winter games) and known corporate revenue in first year of plan.

[1] systems/software development